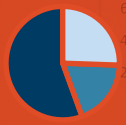
alorica

Passion · Performance · Possibilities

What the {Bleep} Should I Do With All This Data?!



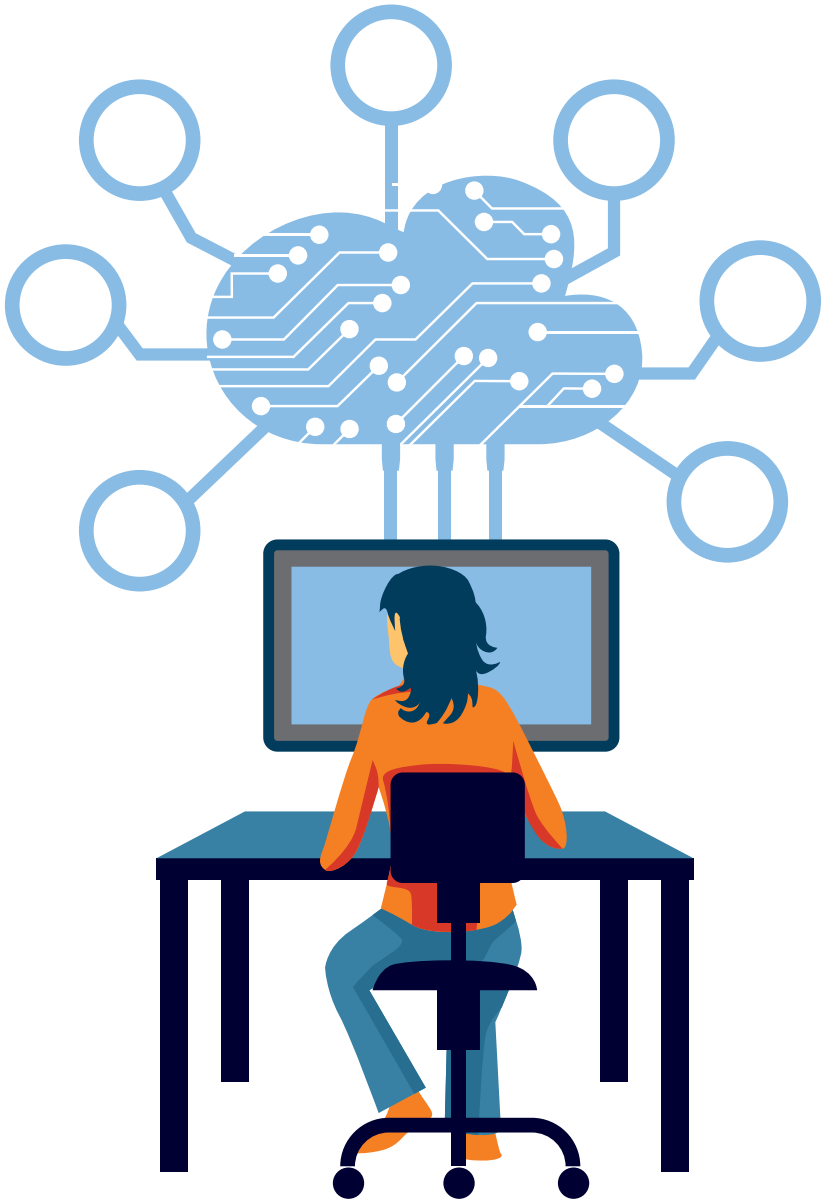
How to Transform the Customer Experience with Information

Let’s start by looking at today’s state of affairs. Amid mounting pressure to provide a differentiated experience or face losing customers and revenue, businesses must develop strategies to stay ahead of rising consumer expectations.

The Influence of Data

To differentiate themselves from competitors and provide an insanely great customer experience, businesses need actionable insights into what processes can be transformed to elevate the customer experience.

Data can provide these types of insights—but that's just the beginning. The challenge isn't just about gathering the data—but also making sense of it all.



The Downside of Not

86%

of people will stop doing business with a company because of a negative service experience

51%

give companies only one chance. With such demanding customers, there's not a lot of wiggle room to get it right.[i]

The Upside of Knowing Your Customer

43%

of customer-centric companies gained in performance.[ii] *Additionally, of over 18,000 surveyed respondents,*

90%

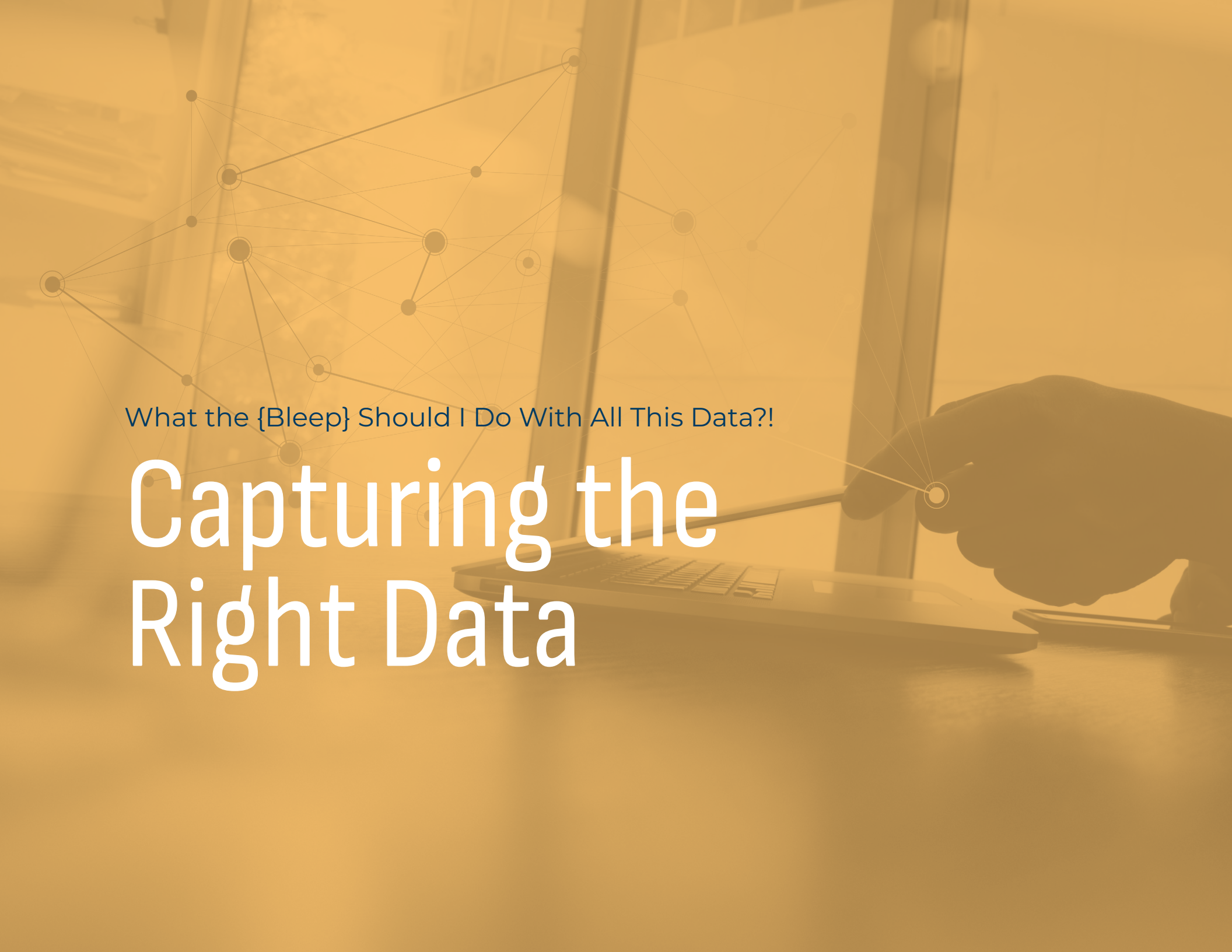
suggest that "good service makes them feel more positive about brands." [iii]

29% *of companies say it's difficult to consolidate disparate data and use that data to improve*

Where to Find Insightful Data

The contact center world is a data-rich environment. Agents handle millions of customer interactions per year across a diverse set of consumer segments, companies, and products. Each data point is an opportunity to learn more about the customer and determine ways to improve their experience.

But all this data can get overwhelming. Where should you start? What data points are important, and which are not? With so much information, it is also easy to waste precious time and resources attempting to digest information that won't yield meaningful change. It's truly a jungle out there, and almost a third of companies say it's diffcult to consolidate disparate data and use that data to improve business operations.[iv]



What the {Bleep} Should I Do With All This Data?!

Capturing the Right Data

How to Shop for the Right Data

Here's the bottom line: if data doesn't help you understand how your employees or customers behave, and how certain behaviors drive success, then it's not useful. Plain and simple.

The insights you glean from your data analysis should allow you to arrive at the true root cause of poor customer experiences, so you can prevent further negative impacts to your customers and your business.

How to Shop for the Right Data

Start by evaluating if the insights gleaned from data will lead to better understanding, management or improvement of sales, churn, cost, compliance and/or satisfaction. For example, does the data help you understand:

- What drives customers to buy?
- What are the trigger points that push customers to leave?
- What pain points drive your contact volume?
- What is causing regulatory complaints?
- What actions increase or decrease customer satisfaction?

I've got the right data. Now what?

I've Got the Right Data. Now What?

When the data reveals that the majority of your volume is driven by a confusing web page, or that you experience a high level of churn when customers' issues are not quickly resolved, you can implement changes that will improve the customer experience and your bottom line.

There may be data that doesn't fit these parameters—and you may want to still collect it to see if it's useful later on—but you should prioritize the data you make available and disseminate based on the quality of the insight it produces, and whether or not it will drive meaningful change.

What the {Bleep} Should I Do With All This Data?!

Using Data Wisely

How to Use Your Data Wisely

Ultimately, the purpose of your data is to understand what your customers expect, and how you're doing at meeting those expectations.

Use your data to determine where you are exceeding customer expectations and where you are falling short. What positive and negative impacts are your customers' experiences having on your revenue, cost, growth and success? And just how big are those impacts?

How to Use Your Data Wisely

Good use of your data allows you to predict the behavior of your customers and employees. It allows you to implement the right processes to consistently deliver omni-channel interactions that drive loyalty and customer advocacy.

A recent study conducted by Verint found that speed and

87% *just want*

46% *think dealing with requests quickly makes for*

What the {Bleep} Should I Do With All This Data?!

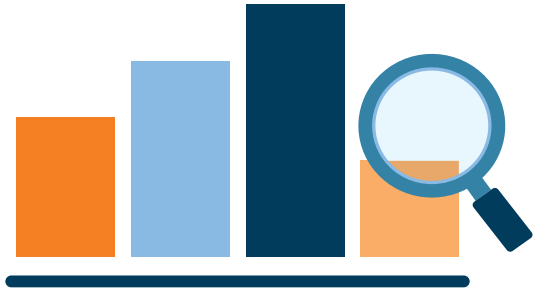
Collecting Data

To effectively drive a customer-centric environment and transform your experience as your customers evolve, you need to understand

volume, behavioral and emotional, and outcome data.

Volume Data

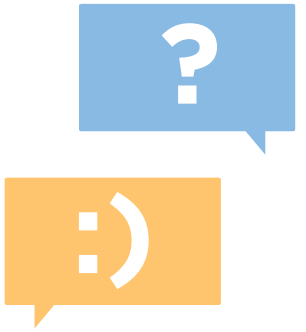
It is often helpful to start with the volume of contacts. Generally speaking, where there is volume, there is pain. Contact events are signs that something isn't easy for a customer to solve on his own. Knowing why customers contact you, by what channels and with what frequency, is key to understanding what they are trying to accomplish and where it is diffcult. It is also helpful in determining how much time and organizational effort goes into resolving issues once they arise and in calculating the ROI you can gain from fixing them.



Volume Data

Data points such as enterprise handle times and rates of repeat contacts, escalations and transfers are all indications of a breakdown in the contact experience. And repeat contact activity should be viewed as a sign that something is extra diffcult for the customer.

This type of statistical data is typically collected through the reporting provided by the system of interaction (phone switch, chat tool, email management system, transaction systems, CRM, etc.). It is helpful to tag all interactions with metadata identifying the customer involved in the interaction, as well as the agent who served the person.



Behavioral and Emotional Data

Behavioral and emotional data measures each customer's responses to agent interactions. The data collected should include attributes such as communication and interaction skills, compliance and product and procedural knowledge.

These attributes are typically captured through a quality-monitoring program where the agent's interactions are scored against a pre-identified set of behaviors. Over time, as you learn more about what drives positive outcomes, your evaluations will also evolve. For example, you may learn what effective listening skill behaviors help to accurately identify potential problems and resolve technical concerns that lead to a positive outcome for the customer and business.

Behavioral and Emotional Data

Data collected can also focus on how customers respond to behaviors demonstrated by agents. What agitates customers versus what soothes them? What communication do customers understand and appreciate versus what confuses or offends them? By analyzing the data, you can learn the impact of what is said—and how it is said.

Traditionally, this type of data analysis was accomplished by analyst observation and reviews. However, advances in speech and text analytics now allow companies to automate some of these functions to permit wider sampling, more accurate analysis and faster insight.

Outcome Data

In order to be able to predict and replicate success, you must first define it. To that end, outcome data tells you how frequently you are successful once

Sales

Does the number of sales increase when processes are changed?

Cancels

Do cancels decline when certain actions are taken?

Saves

What number of potential cancels are saved when issues are resolved more effectively?

Resolution

How many customers believe their issue was resolved positively, and what actions led to a positive resolution?

Customer Sentiment

Was the customer's reaction to the interaction positive or negative?

Outcome Data

Outcome data lets you evaluate what drivers and behaviors will ultimately be successful. With this knowledge, you can reinforce behaviors that lead to positive outcomes while working to improve processes and behaviors that drive negative results.

What the {Bleep} Should I Do With All This Data?!

Examining Data

How to Find Insight within the Data

Remember—it's not the data that drives action, but the insight you pull from it that highlights an opportunity, allows you to understand root causes and leads you to change. It is important to collect and analyze data from a variety of sources and layer them together to understand the full picture of what, when, where, why and how.

For success, you need volume, behavior and emotional, and outcome data from all points of your customer interaction journey with as deep and unbiased a sample as you can collect.

It is critical that your data also captures interactions that occur across all channels so you can connect the pieces of the journey and understand which events trigger or prevent others.

"Insights will provide you with a lens through which to assess your own organization's customer service capabilities, and what must be done to create a truly exemplary level of service and a commitment to the customer."

The Seven Categories of Insight

A 2014 Harvard Business Review article outlined seven categories of insight to seek when trying to innovate or transform.[viii]

Anomalies

Confluence

Frustrations

Orthodoxies

Extremities

Voyages

Analogies

1 | Anomalies

How you organize and tag your data matters.
Being able to segment a metric by different customer or agent groups, products, business units and other categories allows you to identify places where the result deviates from the norm. These statistical anomalies identify areas of potential breakage in the customer experience. For instance, the anomaly could be an unexpectedly high or low average handle time (AHT), failed surveys, sales, transfers or first-call resolution from a particular agent or customer population.

2 | Confluence

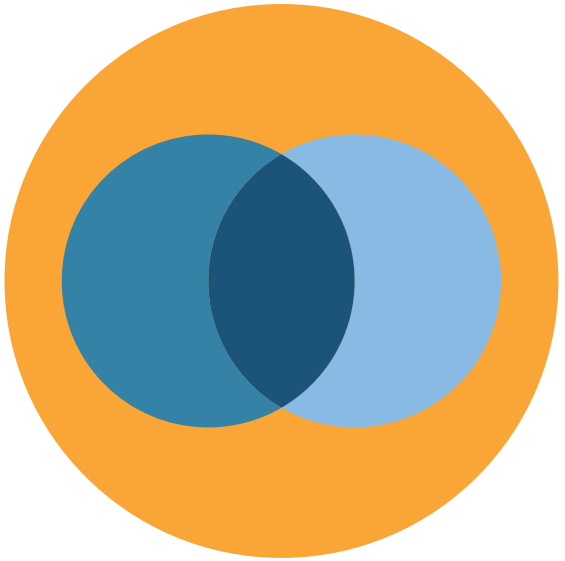
The ability to identify where trends intersect with one another can reveal new insights and opportunities. For example, a high rate of returns on products or services by those over the age of 65, who are directed to a chat box rather than the phone to resolve their issue, can indicate you need to provide better channels of contact for certain demographics.

3 | Frustrations

Processes that result in poor outcomes, higher escalation rates or frequent complaints from front-line employees can highlight areas where resolution may be cumbersome or ineffective.

4 | Orthodoxies

Your analysis should question any beliefs or assumptions that are not supported by correlative data. Sometimes under the guise of creating consistency or security, or simply because it is "how it has always been done," organizations employ processes that either don't contribute to positive outcomes, or—worse—run counterproductive to them. Therefore, it's important to compare the rate at which people execute processes correctly with how frequently that behavior produces a positive outcome.



5 | Extremities

Looking beyond your average customer, extremities exploit deviance and often go hand in hand with anomalies to offer critical insights. Observing contacts with strongly positive outcome data compared to contacts with strongly negative outcome data in comparable situations and environments can tell you what differentiates a poor outcome from a positive one. In turn, that can teach you what to replicate and what to avoid.

6 | Voyages

By allowing data to build a history or timeline, you can glean contextual insights that help you understand which sequences of events culminate in positive or negative outcomes. These histories can also help you understand the compounding emotions (such as how frustration can bubble up during a call when multiple transfers are made) that influence customer satisfaction, buying decisions, loyalty and advocacy.

7 | Analogies

What you learn from the patterns and benchmarks of your competitors and other companies can inform your own processes. This kind of comparison helps inform expectations, while assisting you to predict the impact of changes and improvements you might consider to solve a business challenge.

Data Patterns and Predictability

As you analyze your data, patterns will start to emerge—and where there are patterns, there's predictability. Correlating statistical data from volume and outcomes, combined with behavioral and emotional data, helps to highlight situations or elements of the journey that are causing problems.

You can then target these situations and deconstruct them through journey mapping. By immersing yourself in the broken experiences to determine whether the root cause is people, process, technology or some other factor or combination of elements, you will start to understand how scenarios unfold, their triggers and their downstream impacts.

Data Patterns and Predictability

How will the data affect how you act in the future? How do customers perceive your company, and what impact does that have on loyalty and advocacy? What causes them to perceive you that way? What are the positive and negative influences? What does it take to turn a positive customer negative and vice versa? Your historical data, analyzed effectively, becomes the model for building future success.

What the {Bleep} Should I Do With All This Data?!

Driving Transformation

Apply Insights.
Drive Transformation.
Stay Competitive.

To effectively apply data and create meaningful change, you must make content digestible and communicable. This effort requires collaboration and coordination across

“What does it say?” to “What does it mean?”

Driving Transformation

Post-interaction analysis can raise valuable insights for your company's operational strategies, from product development to marketing, recruiting, training or technology. It can inform how to coach and develop your employees, how to program your interactive voice response (IVR), what tools to use, and how to evaluate and reward your employees and customers. And it can show you where to make investments, how best to communicate with your customers and where it makes sense to automate support for users' needs.

Leveraging data in this way helps you to articulate your company's customer touch points and make responsive management recommendations. You will be able to clearly define what is going wrong (or right!), but also to quantify the costs of problems—and any required remediation. When armed with this knowledge, business decisions become crystal clear, thereby speeding up the transformation process and allowing your business to stay competitive.

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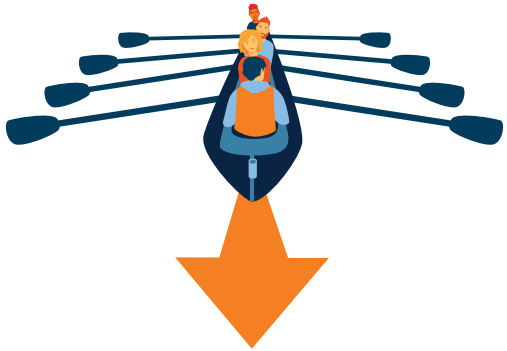
Conclusion



Your contact center should be the rapid insight generation engine that fuels your business growth and success.

For more information—and to get started on transforming your company—call 866-ALORICA or email sales@alorica.com.

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About Alorica

Alorica

Alorica is a leading provider of Business Process Outsourcing solutions that span the entire customer lifecycle. Good, glad we got that out of the way. Here's the deal—we think serving customers is awesome. And that's why, when it comes down to it, we really only do one thing—we make lives better...one interaction at a time.

PASSION • PERFORMANCE • POSSIBILITIES

These are the principles that guide us in helping others make better choices and informed decisions. They're more than words. They're our rally cry.

PASSION

Everything starts with conviction. A desire to obliterate the status quo, and the audacity to believe that we will. We're problem solvers. Question answerers. Strategic dreamers. We see every interaction as an opportunity to create opportunities—for our customers, our clients, our colleagues and our communities.

PERFORMANCE

We're 110% committed to the end result. Onward and upward, it's all about taking our clients to the next level. We stay engaged. We mine new sources of inspiration. And we give it our all, no matter the challenge. They say go big or go home. We don't believe in the latter.

POSSIBILITIES

100,000 employees. Operations in 15 countries. Over 70% of our clients are Fortune 500 companies. So where do we go from here? Anywhere. Everywhere. We're always innovating, evolving, imagining new ways to continuously improve. Some see the sky as the limit. We see the sky as a stepping stone.

WHAT'S IN OUR SECRET SAUCE?

A spoonful of customer care. A dash of technical support. A pinch of revenue generation. Equal parts receivables management, customer retention and reverse logistics. Fulfillment and B2B solutions, for sweetness. And finally, hosted contact center solutions, direct response and back office processing for that added kick.

Guess it's not so secret anymore, huh...

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iv "How the Industrial Internet Is Changing the Competitive Landscape of Industries," Accenture, 2015.

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vii Ibid.

viii Mohanbir Sawhney and Sanjay Khosla, "Managing Yourself: Where to Look for Insight," Harvard Business Review, November 2014, https://hbr.org/2014/11/where-to-look-for-insight.

ix Ibid.